



**Process Control Manual  
(Basic)**

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Construction Planning**

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## **1. VALUE OF BUSINESS PROCESSES**

### **1.1. Why develop Business Processes?**

- Promote standardization - describe the business in a uniform language across functional areas.
- Facilitate understanding - who does what in which sequence including applications to be used.
- Capture knowledge – visualise Eskom as consisting of nothing but knowledge.  
Business processes are needed to:
  - capture explicit and implicit knowledge to retain the Intellectual Property of the business
  - organise knowledge in a logical order to be easily understood for the ease of task execution
  - integrate knowledge to promote communication and collaboration between functional areas to enhance customer satisfaction
  - assist current and new employees to understand Eskom operations.
- Planning aid - provide the link between business and technology to enable effective technology decisions, focused on business needs.
- Foundation for improvement – documented business processes provide an opportunity for the business to make informed decisions on how to optimise the organisation's performance and ensure continuous improvement.
- Represent visually - visual representations of business processes promote discussions among peers for better understanding of business operations and a single version of the truth.

### **1.2. What are the benefits of Business Processes?**

- A Business Process can be used for:
  - Application Development
  - Define Job Profiles
  - Job Compacts (RACI)
  - Audit and Risk Management
  - Training Material & Curriculum

## **2. APPLICABILITY**

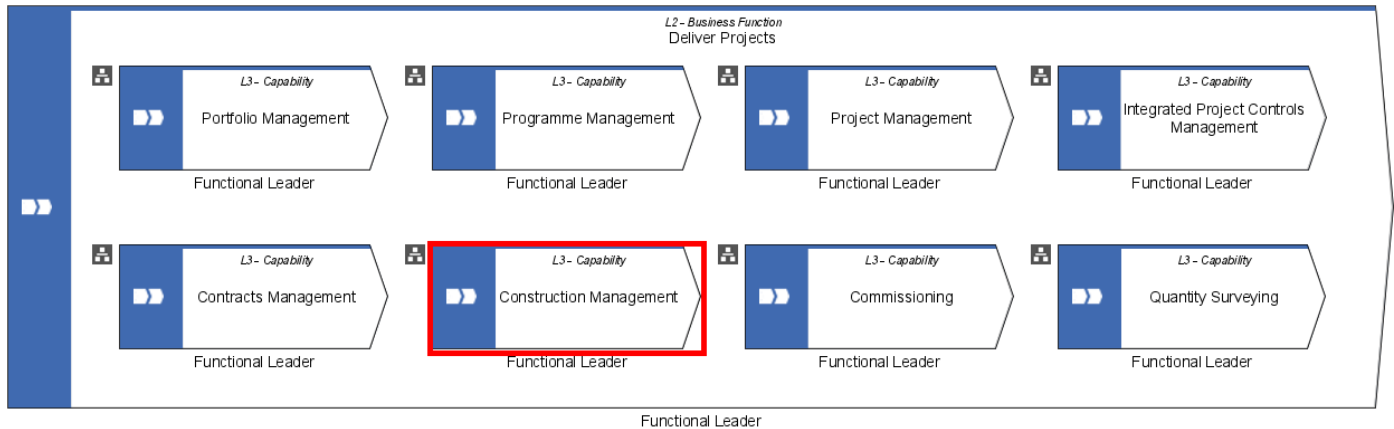
This document shall apply throughout Eskom Holdings SOC Limited and its subsidiaries.

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### 3. CONTEXT

The alignment to the higher level is as follows:



L2 Deliver Projects  
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## 4. PCM: MANAGE CONSTRUCTION PLANNING

### 4.1. PCM Description

This process involves the preparation of a detailed, practical Site Management Plan and Construction Execution Plan that support the overall project goals.

### 4.2. PCM Objective

To ensure that the Site Management Plan and Construction Execution Plan are developed prior to construction commencement.

## 5. PCM SCOPE

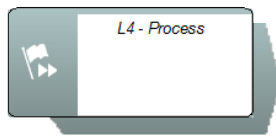
This PCM deals with the following:

- Manage Construction Planning
  - Develop Construction Execution Plan
  - Develop Site Management Plan

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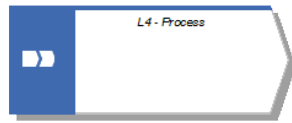
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## 6. SYMBOL LEGEND



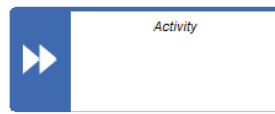
### Process Interface

Represents the Upstream Or Down stream Process(es)



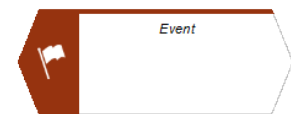
### Process

Represents the sequential flow of the value-adding functions of the Process and Sub-Process



### Activity

Represents an activity, which is executed In the business process



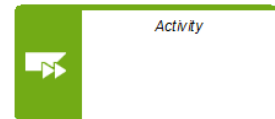
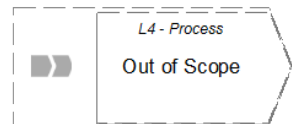
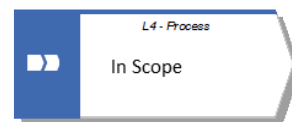
### Event

Represents either the trigger or result from an activity / task



### Inactive Process Interface

Represents the Upstream Or Down stream Process that is not defined in the interfaced process.



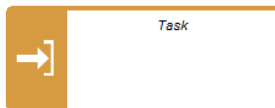
### SAP Activity / Task

Represents an activity / tasks that are completed using the SAP System



### System Activity / Task

Represents an activity / tasks that are automated



### Tasks

Represents a task, which is executed



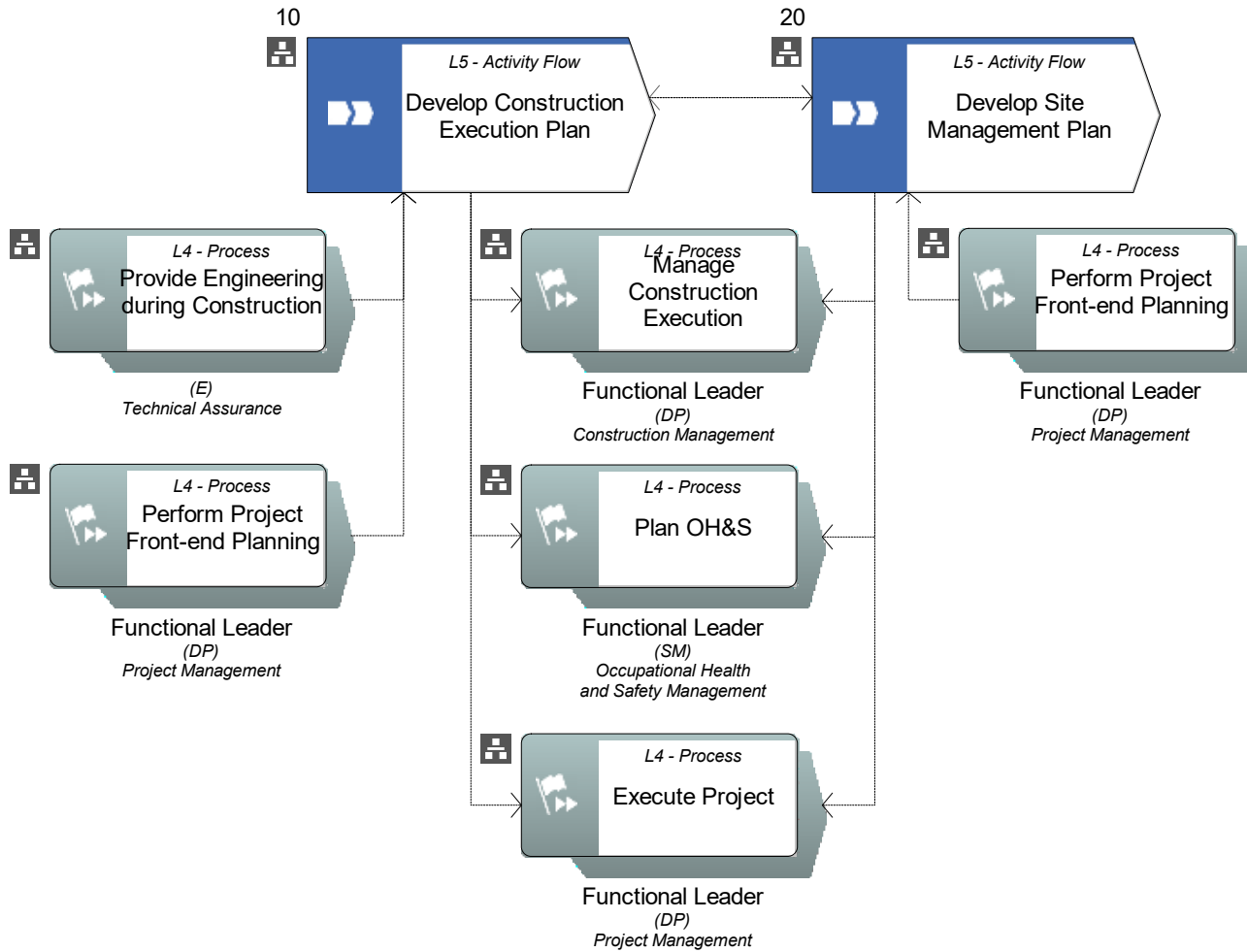
### Decisions:

**AND** All process flow paths must be completed / followed

**ANY** One or more process flow paths must be completed / followed

**OR** Only one process flow path can be completed / followed

## 7. PROCESS FLOW: Manage Construction Planning



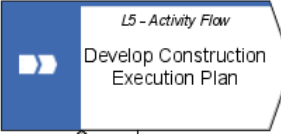

L4 Manage Construction Planning

Released on: 03 Oct 2022

Release: 4

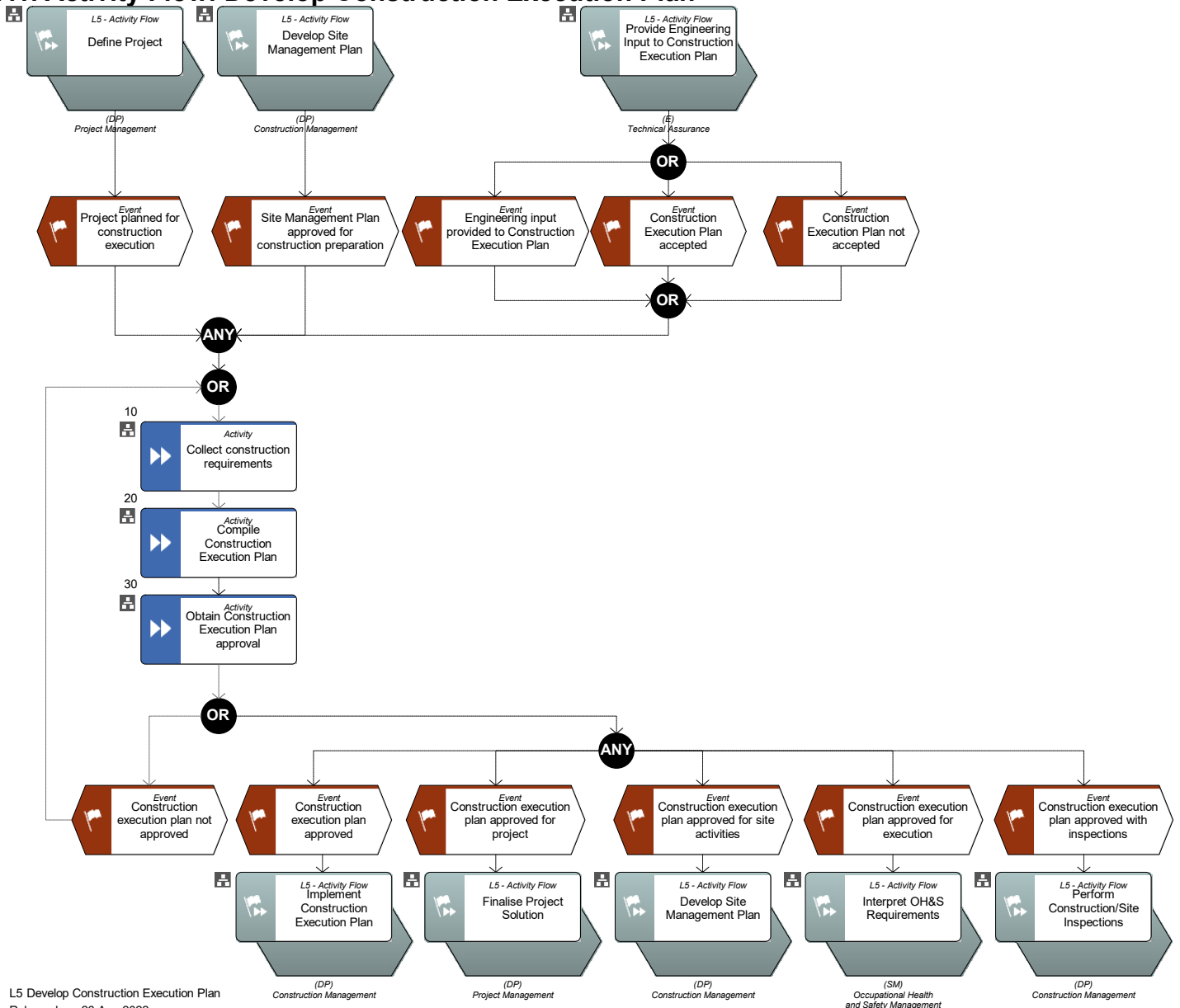
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ACTIVITY FLOW NAME	ACTIVITY FLOW DESCRIPTION	ACTIVITY FLOW OBJECTIVE	INCOMING INTERFACES	OUTGOING INTERFACES
<p>10</p> 	<p>Developing a Construction Execution Plan is achieved through the compilation of construction schedules, the identification of key construction integration activities, providing input to constructability of the plant, performing cost analysis, reviewing lessons learnt from previous projects, influencing construction execution strategies, construction risk identification and construction resource planning.</p> <p><b>Governed By:</b></p> <ul style="list-style-type: none"> <li>• 240-127618272: Completion of Mega and Major Power Plant Projects, Commissioning, Take-Over from Contractors and Hand-over to the Generation Business Procedure</li> <li>• 240-112292436 : Deliver Projects Policy</li> </ul>	<p>To ensure that a detailed and practical Construction Execution Plan is developed in support of the construction project goals.</p>	<ul style="list-style-type: none"> <li>• Provide Engineering during Construction</li> <li>• Develop Site Management Plan</li> <li>• Perform Project Front-end Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Construction Execution</li> <li>• Plan OH&amp;S</li> <li>• Execute Project</li> <li>• Develop Site Management Plan</li> </ul>
<p>20</p> 	<p>This includes defining the site layout and determining the facilities, basic services and infrastructure required in support of construction. Furthermore, it will include compiling of schedules, performing costs analysis, reviewing lessons learnt from previous projects, influencing contracting strategies, risks identification and site resource planning.</p> <p><b>Governed By:</b></p> <ul style="list-style-type: none"> <li>• Construction Regulations</li> <li>• 240-112292436 : Deliver Projects Policy</li> </ul>	<p>To ensure that a detailed and practical Site Management Plan is developed in support of the construction project goals.</p>	<ul style="list-style-type: none"> <li>• Perform Project Front-end Planning</li> <li>• Develop Construction Execution Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Construction Execution</li> <li>• Plan OH&amp;S</li> <li>• Develop Construction Execution Plan</li> <li>• Execute Project</li> </ul>

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### 7.1. Activity Flow: Develop Construction Execution Plan

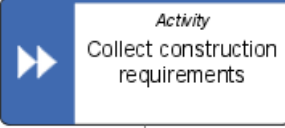
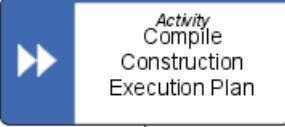


L5 Develop Construction Execution Plan  
 Released on: 26 Aug 2022  
 Release: 4

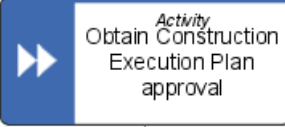
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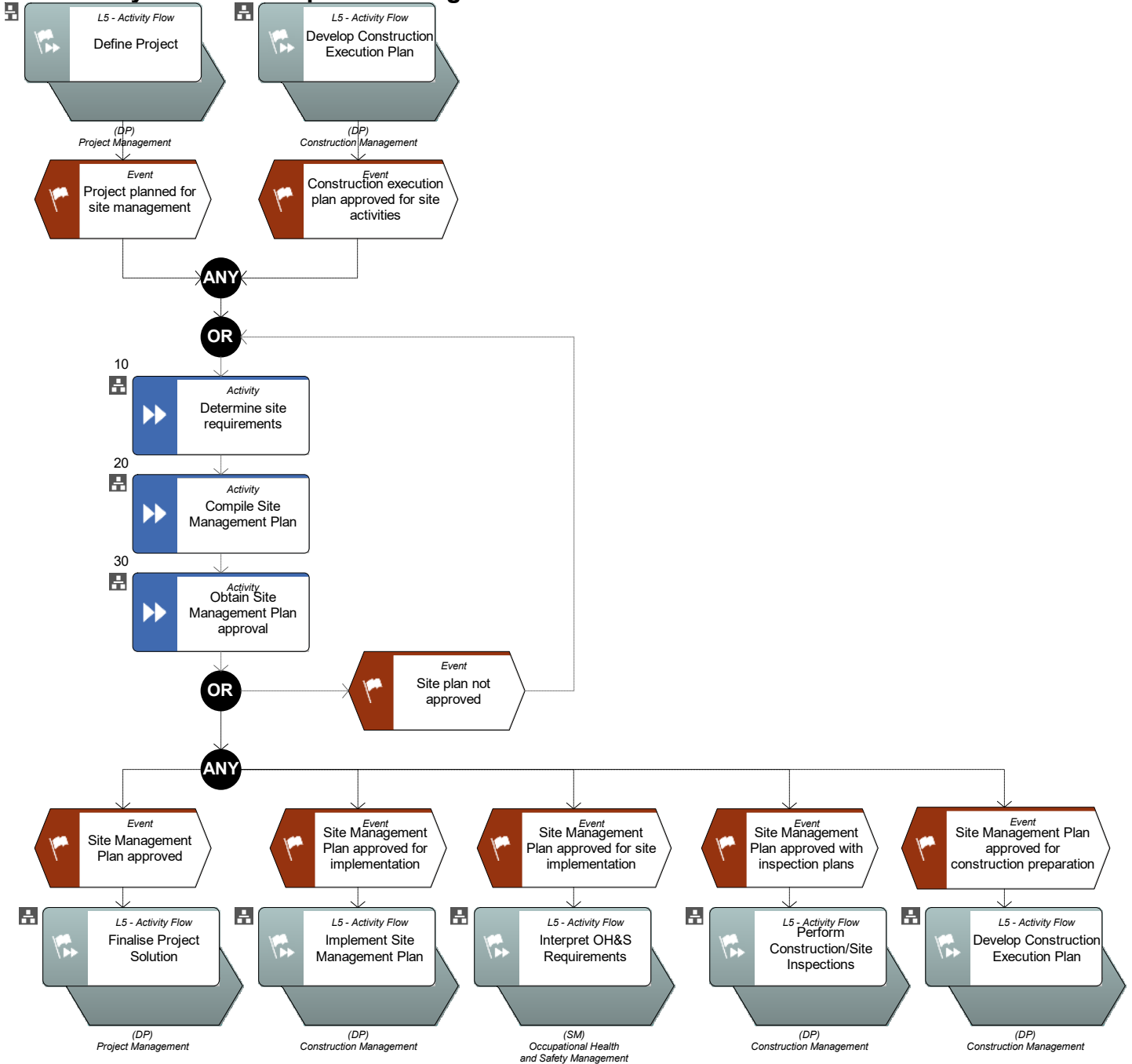
Activity #, name When do I do it?	Who does it?	What do I do?	What is my input?	What application & screens do I use?	What is my output?	What do I do next?
<p>10</p>  <p>Activity Collect construction requirements</p> <p>After one of the following have been completed:</p> <ul style="list-style-type: none"> <li>• Define Project activity flow, if Project planned for construction execution</li> <li>• Provide Engineering Input to Construction Execution Plan activity flow, if Engineering input provided to Construction Execution Plan</li> <li>• Provide Engineering Input to Construction Execution Plan activity flow, if Construction Execution Plan accepted</li> <li>• Provide Engineering Input to Construction Execution Plan activity flow, if Construction Execution Plan not accepted</li> <li>• Develop Site Management Plan activity flow, if Site Management Plan approved for construction preparation</li> <li>• 30: Obtain Construction Execution Plan approval activity, if Construction execution plan not approved</li> </ul>	<p><b>Responsible:</b></p> <ul style="list-style-type: none"> <li>• Site Supervisor</li> </ul> <p><b>Accountable:</b></p> <ul style="list-style-type: none"> <li>• Project Manager</li> </ul> <p><b>Consult:</b></p> <ul style="list-style-type: none"> <li>• Project Contract Manager</li> <li>• Environmental Officer</li> <li>• Site Manager</li> <li>• Construction Supervisor</li> <li>• Quality Officer</li> <li>• Senior Construction Supervisor</li> <li>• Commissioning Manager</li> <li>• Project Engineering Practitioner</li> <li>• Health and Safety Officer</li> </ul> <p><b>Inform:</b></p> <p>None</p>	<p>Meet with the core project team and relevant stakeholders to identify and collect all construction requirements such as lessons learnt from similar project executions, constructability criteria, budget requirements, environmental requirements, resources, construction schedules as well as existing and potential risks, ensuring compliance with the relevant plans.</p> <p><b>Governed By:</b></p> <ul style="list-style-type: none"> <li>• 240-127618272: Completion of Mega and Major Power Plant Projects, Commissioning, Take-Over from Contractors and Hand-over to the Generation Business Procedure</li> <li>• 32-726: Contract and Contractor OHS Management Standard</li> <li>• 240-112292436 : Deliver Projects Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Signed Transmittals/ Check Sheets [Information]</li> <li>• Signed-off Meeting Minutes [Information]</li> <li>• Updated Detailed Organogram with Locations (who is responsible for work in a location) [Information]</li> <li>• Approved Project Management Plan (PMP) [Record]</li> <li>• Approved Site Management Plan [Record]</li> <li>• Technical Assurance Input - Construction Execution Plan [Record]</li> <li>• Technical Assurance Review Comments - Construction Execution Plan [Record]</li> <li>• Approved Deviations from Site [Report]</li> </ul>	<p>None</p>	<ul style="list-style-type: none"> <li>• Construction Requirements [Information]</li> </ul>	<p>Go to:</p> <ul style="list-style-type: none"> <li>• 20: Compile Construction Execution Plan activity</li> </ul>
<p>20</p>  <p>Activity Compile Construction Execution Plan</p> <p>After the following has been completed:</p>	<p><b>Responsible:</b></p> <ul style="list-style-type: none"> <li>• Site Supervisor</li> </ul> <p><b>Accountable:</b></p> <ul style="list-style-type: none"> <li>• Project Manager</li> </ul> <p><b>Consult:</b></p> <ul style="list-style-type: none"> <li>• Senior Construction Supervisor</li> </ul>	<p>Compile a plan detailing all the construction execution activities including the timelines for construction as well as resource allocations.</p> <p><b>Governed By:</b></p> <ul style="list-style-type: none"> <li>• Construction Regulations</li> <li>• 32-726: Contract and Contractor</li> </ul>	<ul style="list-style-type: none"> <li>• Construction Requirements [Information]</li> <li>• Key Construction Schedule [Information]</li> <li>• Construction Execution Plan Template [Template/ Form]</li> </ul>	<p>None</p>	<ul style="list-style-type: none"> <li>• Construction Execution Plan [Information]</li> <li>• Construction Resource Schedule [Information]</li> </ul>	<p>Go to:</p> <ul style="list-style-type: none"> <li>• 30: Obtain Construction Execution Plan approval activity</li> </ul>

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Activity #, name When do I do it?	Who does it?	What do I do?	What is my input?	What application & screens do I use?	What is my output?	What do I do next?
<ul style="list-style-type: none"> <li>• 10: Collect construction requirements activity</li> </ul>	<ul style="list-style-type: none"> <li>• Site Manager</li> <li>• Health and Safety Officer</li> <li>• Commissioning Manager</li> <li>• Project Contract Manager</li> <li>• Quality Officer</li> <li>• Project Engineering Practitioner</li> <li>• Environmental Officer</li> <li>• Construction Supervisor</li> </ul> <p><b>Inform:</b> None</p>	<p>OHS Management Standard</p> <ul style="list-style-type: none"> <li>• 32-136: Contractor Health and Safety Requirements Standard</li> </ul>				
<p>30</p>  <p>After the following has been completed:</p> <ul style="list-style-type: none"> <li>• 20: Compile Construction Execution Plan activity</li> </ul>	<p><b>Responsible:</b></p> <ul style="list-style-type: none"> <li>• Site Supervisor</li> </ul> <p><b>Accountable:</b></p> <ul style="list-style-type: none"> <li>• Project Manager</li> </ul> <p><b>Consult:</b></p> <ul style="list-style-type: none"> <li>• Environmental Officer</li> <li>• Quality Officer</li> <li>• Health and Safety Officer</li> <li>• Site Manager</li> <li>• Commissioning Manager</li> <li>• Senior Construction Supervisor</li> <li>• Project Engineering Practitioner</li> </ul> <p><b>Inform:</b> None</p>	<p>Review and submit the Construction Execution Plan to the relevant stakeholders as dictated by the project governance structures for approval.</p> <p><b>Governed By:</b></p> <ul style="list-style-type: none"> <li>• 32-726: Contract and Contractor OHS Management Standard</li> <li>• 32-136: Contractor Health and Safety Requirements Standard</li> <li>• 240-112292436 : Deliver Projects Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Construction Execution Plan [Information]</li> <li>• Construction Resource Schedule [Information]</li> </ul>	<p>None</p>	<ul style="list-style-type: none"> <li>• Rejected Construction Execution Plan [Information]</li> <li>• Approved Construction Execution Plan [Record]</li> </ul>	<p>Go to one of the following:</p> <ul style="list-style-type: none"> <li>• Develop Site Management Plan activity flow, if Construction execution plan approved for site activities</li> <li>• Finalise Project Solution activity flow, if Construction execution plan approved for project</li> <li>• Implement Construction Execution Plan activity flow, if Construction execution plan approved</li> <li>• Perform Construction/Site Inspections activity flow, if Construction execution plan approved with inspections</li> <li>• Interpret OH&amp;S Requirements activity flow, if Construction execution plan approved for execution</li> <li>• 10: Collect construction requirements activity, if Construction execution plan not approved</li> </ul>

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## 7.2. Activity Flow: Develop Site Management Plan



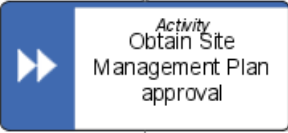
L5 Develop Site Management Plan  
 Released on: 26 Aug 2022  
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Activity #, name When do I do it?	Who does it?	What do I do?	What is my input?	What application & screens do I use?	What is my output?	What do I do next?
<p>10</p> <div data-bbox="78 347 362 475" style="border: 1px solid black; padding: 5px;"> <p style="text-align: center; font-size: small;">Activity</p> <p style="text-align: center;">Determine site requirements</p> </div> <p>After one of the following have been completed:</p> <ul style="list-style-type: none"> <li>• 30: Obtain Site Management Plan approval activity, if Site plan not approved</li> <li>• Define Project activity flow, if Project planned for site management</li> <li>• Develop Construction Execution Plan activity flow, if Construction execution plan approved for site activities</li> </ul>	<p><b>Responsible:</b></p> <ul style="list-style-type: none"> <li>• Site Manager</li> </ul> <p><b>Accountable:</b></p> <ul style="list-style-type: none"> <li>• Project Manager</li> </ul> <p><b>Consult:</b></p> <ul style="list-style-type: none"> <li>• Health and Safety Officer</li> <li>• Commissioning Manager</li> <li>• Quality Officer</li> <li>• Senior Construction Supervisor</li> <li>• Project Engineering Practitioner</li> <li>• Construction Supervisor</li> <li>• Environmental Officer</li> <li>• Site Supervisor</li> <li>• Project Contracts Manager</li> </ul> <p><b>Inform:</b></p> <p>None</p>	<p>Meet with the core project team and relevant stakeholders to analyse the approved Construction Execution Plan which includes the construction site layout. Consider all other requirements for site management to support the construction process.</p>	<ul style="list-style-type: none"> <li>• Approved Construction Execution Plan [Record]</li> <li>• Project Scope Document [Record]</li> </ul>	<p>None</p>	<ul style="list-style-type: none"> <li>• Detailed Site Requirements [Information]</li> </ul>	<p>Go to:</p> <ul style="list-style-type: none"> <li>• 20: Compile Site Management Plan activity</li> </ul>
<p>20</p> <div data-bbox="78 928 362 1056" style="border: 1px solid black; padding: 5px;"> <p style="text-align: center; font-size: small;">Activity</p> <p style="text-align: center;">Compile Site Management Plan</p> </div> <p>After the following has been completed:</p> <ul style="list-style-type: none"> <li>• 10: Determine site requirements activity</li> </ul>	<p><b>Responsible:</b></p> <ul style="list-style-type: none"> <li>• Site Manager</li> </ul> <p><b>Accountable:</b></p> <ul style="list-style-type: none"> <li>• Project Manager</li> </ul> <p><b>Consult:</b></p> <ul style="list-style-type: none"> <li>• Site Supervisor</li> <li>• Construction Supervisor</li> <li>• Project Contract Manager</li> <li>• Commissioning Manager</li> <li>• Environmental Officer</li> <li>• Senior Construction Supervisor</li> <li>• Quality Officer</li> <li>• Project Engineering Practitioner</li> <li>• Health and Safety Officer</li> </ul> <p><b>Inform:</b></p> <p>None</p>	<p>Compile a plan detailing the establishment, management and de-establishment of site activities. This plan should also include detail on support service contracts as well as an Environmental Rehabilitation Plan.</p> <p><b>Governed By:</b></p> <ul style="list-style-type: none"> <li>• Construction Regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed Site Requirements [Information]</li> <li>• Site Management Plan [Template/ Form]</li> </ul>	<p>None</p>	<ul style="list-style-type: none"> <li>• Site Management Plan [Information]</li> </ul>	<p>Go to:</p> <ul style="list-style-type: none"> <li>• 30: Obtain Site Management Plan approval activity</li> </ul>

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Activity #, name When do I do it?	Who does it?	What do I do?	What is my input?	What application & screens do I use?	What is my output?	What do I do next?
<p>30</p>  <p>After the following has been completed:</p> <ul style="list-style-type: none"> <li>• 20: Compile Site Management Plan activity</li> </ul>	<p><b>Responsible:</b></p> <ul style="list-style-type: none"> <li>• Site Manager</li> </ul> <p><b>Accountable:</b></p> <ul style="list-style-type: none"> <li>• Project Manager</li> </ul> <p><b>Consult:</b></p> <ul style="list-style-type: none"> <li>• Project Contract Manager</li> <li>• Commissioning Manager</li> <li>• Environmental Officer</li> <li>• Senior Construction Supervisor</li> <li>• Construction Supervisor</li> <li>• Site Supervisor</li> <li>• Quality Officer</li> <li>• Health and Safety Officer</li> <li>• Project Engineering Practitioner</li> </ul> <p><b>Inform:</b></p> <p>None</p>	<p>Review and submit the Site Management Plan to the relevant stakeholders as dictated by the project governance structures for approval.</p> <p><b>Governed By:</b></p> <ul style="list-style-type: none"> <li>• 32-726: Contract and Contractor OHS Management Standard</li> <li>• 32-136: Contractor Health and Safety Requirements Standard</li> <li>• 240-112292436 : Deliver Projects Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Site Management Plan [Information]</li> </ul>	<p>None</p>	<ul style="list-style-type: none"> <li>• Approved Site Management Plan [Record]</li> <li>• Rejected Site Management Plan [Record]</li> </ul>	<p>Go to one of the following:</p> <ul style="list-style-type: none"> <li>• Finalise Project Solution activity flow, if Site Management Plan approved</li> <li>• Interpret OH&amp;S Requirements activity flow, if Site Management Plan approved for site implementation</li> <li>• Implement Site Management Plan activity flow, if Site Management Plan approved for implementation</li> <li>• Perform Construction/Site Inspections activity flow, if Site Management Plan approved with inspection plans</li> <li>• Develop Construction Execution Plan activity flow, if Site Management Plan approved for construction preparation</li> <li>• 10: Determine site requirements activity, if Site plan not approved</li> </ul>

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## 8. APPENDICES

### 8.1. DEFINITIONS AND ABBREVIATIONS

The following definitions are applicable for this process:

Definition	Description
Activity	An Activity is a set of tasks that occur over time and has a defined result. It describes transformations from an initial state to a final state, consuming specific resources.
Activity Flow	The Activity Flow provides a specific predetermined deliverable that is delivered through completion of the activities, which are based on decisions using specific resources (people, technology and information) and controls.
Application System	An Application System is a computer program designed to solve a particular business problem or to be used for a particular user-defined requirement. Could be in house developed or bought and customised, configured for Eskom e.g. SAP, Maximo.
Authorised By	Process Sponsor.
Basic Design	Describes the Stakeholder needs (with a process focus), to be delivered by the proposed business solution. Defines the business solution requirements in terms of narratives, information flow, business rules, people, application systems and the required governance elements.
Business Capability	A Business Capability is the combination of resources, capacity and facilities, to ensure high performance in delivering the end product to the customer. A Business Capability is an ability that Eskom possesses. It is expressed in general and high-level terms (processes) and typically requires a combination of organisation, people, processes and technology to achieve. A concept PCM is generated per business capability.
Business Objective	The Business Objective represents an Enterprise Strategic Objective that defines the strategic intent of the organisation for a specified time period. These objectives are also referred to as goals or focus areas.
Business Role	The Business Role is a set of behaviours, rights and obligations conceptualised in a business situation. A Business Role represents a set of Eskom positions which have the same characteristics. It may refer to similar authorisations and responsibilities; clearly defined qualifications and skills or a specific competency requirement. For example: All 'employees' (a generic categorisation) includes all Eskom employees that are required to follow certain Human Resources related policies and procedures.
Business Rule	The Business rule represents a set of standard business practices or policies that need to be applied consistently across business activities in order to achieve organisational goals and stable business growth. Business rules are specifications that describe how a computer program or business process controlled by a business rule should behave. Business rules play a central role in the control and execution of process flows.
Committee / Forum	A committee has a life span and is a grouping of different business roles and, or jobs, that together share the responsibility of delivering the objective of the specific committee / forum.
Compiled By	Business Representative (stream lead).
Conceptual Design	High level statements of the business need, aligned to the organisational strategy, with a focus on the high level processes, linking it to the business objectives and the process objectives.
Constructability	Project management technique to review construction processes from start to finish during pre-construction phase. It is to identify obstacles before a project is actually built to reduce or prevent errors, delays, and cost overruns.
Control	A Control is a measure that is put in place to reduce the impact should a risk be realised. Control involves the development of risk mitigation strategies that could minimise the impact of likely risks to which the organisation is vulnerable. A control is any action taken by management, the board, and other parties to mitigate or manage the risk and increase the probability that the business / process will achieve its goals and objectives.
Control Objective	A Control Objective is a statement of the desired result or purpose to be achieved by implementing control procedures in a particular process. A statement of purpose for the control (reason it exists) in order to minimise the identified potential business, operational, information and system risks to an acceptable level. Control Objectives ensure: reliability and integrity of information, compliance with policies, plans, procedures, laws and regulations, safeguarding assets, economical and efficient use of resources, accomplishment of established objectives and goals for operations or programs. Based on CARAT: Completeness, Accuracy, Relevant, Accessibility and Timely.
Critical Control	The Critical Controls are those controls whose effectiveness will contribute materially to the achievement of the Eskom strategic objectives and budgets or are required for contractual or regulatory compliance. Critical Controls are a critical component towards driving continuous improvement and in embedding a discipline of control consciousness into the business. Both senior management and auditors can often get their assurance that the specified risk has not occurred (or that the controls mitigating such risk have been effectively deployed), by monitoring a single critical control. This is typically a control that covers a range of risks/control objectives and is detective in nature. Where a critical control fails, management would look to evaluating the individual components of the standard controls to evaluate the extent to which the risk may or may not have been mitigated. If Critical control is not selected the Control is automatically classified as a Standard Control. Standard controls are the controls or a set of controls (both detective and preventative) that will best achieve the control objectives for a specific process.
Detail Design	Describe the requirements with a focus on the functionality provided by a specific application system AND / OR Describe the operational detail for successful execution of the business processes at an activity or work instruction level.
Document / Info	Document / Info represents the informal documents not required to be stored on the central document management system. It also includes information that is used or provided to complete activities that is not subjected to audit. Examples include: Audio visuals, Presentations or Publications.

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Definition	Description
Electronic Report	The Electronic Report is a system generated report, for instance standard reports.
Eskom Holdings Value Chain	The Eskom Holdings Value Chain organises Eskom's Process Groups represented in context of the business functions: Strategic and Planning Processes; Customer Value Processes; Management and Support Processes; and Support the Operations Processes to achieve Eskom's strategic objectives.
Eskom Managed Document	An Eskom Managed Document is a document that should be stored on the central document management system. It is controlled, the documents and content can be electronic or a hard copy. It could go beyond Eskom documents, some examples could be Regulations, Acts, and Industry Standards.
Functional Responsibility	Process Owner.
Informative Reference	Represents documents that are used as additional information or useful information that relates to the PCM.
Key Performance Indicator	Key Performance Indicators help an organisation define and measure progress towards their strategic or desired goals. They are the key measures essential to the monitoring and evaluation of the implementation of the organisation's strategy. Key Performance Indicators typically align to strategic objectives.
Measure	A measure is a unit of information that provides meaningful insight into an activity or event. It may be an aggregate or summation.
Normative Process Knowledge	The process understanding that this refers to is indispensable for the application of the relevant activities. This always refers to a Basic/Detail (L4) PCM.
Normative Reference	Normative references are references that are indispensable for the application of this document, i.e. documents to be used together with this document. This refers to the Eskom Policies, Procedures, Standards and Guidelines, or legislation that establishes the governance over the process and to which users of the PCM must comply.
Occupational Health and Safety	Conditions and factors that affect, or that have a potential to affect the health and safety of employees or other workers (including temporary workers and contractor personnel), visitors, or any other person in the workplace. * Organisations can be subject to legal requirements for the health and safety of persons beyond the immediate workplace, or who are exposed to the workplace activities.
Position	A Position is the smallest unit in an organisation to which a human resource can be assigned; it denotes job title and grade.
Process Control Manual	The end to end process view of the process, and includes the application system aspects but it does not include the technical aspects such as Reports, Interface, Conversion, Enhancements, Forms and Workflow (RICEFW) listings. This version is utilised by the business as a reference tool, and as direct input for the training material content.
Process Flow	The Process Flow is the interdependent and logical sequencing of processes, where the deliverable of one process is the input for the next process.
Process Integration	Process Integration clarifies the process triggers and handoffs between the process and the inbound (incoming) and outbound (outgoing) processes.
Process Objective	The Process Objective states the objective of the end-to-end process, usually in terms of time, quality and cost.
R - Responsible A - Accountable C - Consult I - Inform	RACI is an acronym that stands for Responsible, Accountable, Consult and Inform. Each is used to indicate the level of ownership or involvement for the roles or positions (stakeholders).
Record	A Record is defined as data generated as a result of business activities, a class of records can be added to a Records register. Content based records cannot be amended, as this would invalidate their content. The information is historical and it includes documents stating results of activities performed (examples: archived e-mail, previous versions of controlled documents, minutes of meeting, Correspondence, Data files, Drawings, Lists, Checklists, Logs, Meeting documents, Registers, Reports, Source code and Statements).
Risk	Risk is the effect of uncertainty on objectives. A Risk is defined as an event, hazard, variance, or an opportunity, which could influence the achievement of Eskom's strategic, operational and compliance objectives, for example non-compliance with legislation, fraud, natural disasters or competition. Risk is a measure of uncertainty. The chance of something happening that will have an impact on objectives. In the business process, the uncertainty is about the achievement of objectives.
Risk and Control Matrix	The risk and control matrix is documented at a Sub-Process Flow and/or Activity Process Flow level and provides for their risks and necessary controls.
Site	Facilities and services in support of construction activities.
Task	A Task is an atomic unit of work, which is performed by a single person (position) / role, utilising specific resources. A set of sub-tasks occur over time and has a defined result. It describes transformations from an initial state to a final state.
Task Flow	The Task Flow consists of the logical flow of the prescribed tasks to complete a single output.
Template / Form	A predetermined format defining the information required for a specific purpose and space for the provision of the information: A Template is a pre-developed page layout used to create new pages from the same design, pattern or style. A Form is a document with blank spaces for information to be inserted It could include: Authorisations and Approvals, Assessments, Certificates, Forms, Checklists, Meeting documents, Registers, Reports and Statements.

The following abbreviations are applicable for this process:

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Abbreviation	Full Name
CARAT	Complete, Accurate, Relevant, Accessible, Timely
EPM	Enterprise Performance Management
KPI	Key Performance Indicator
OH&S	Occupational Health and Safety
PCM	Process Control Manual
PMP	Project Management Plan
RACI	R - Responsible A - Accountable C - Consult I - Inform
RACM	Risk and Control Matrix
RICEFW	Reports, Interface, Conversion, Enhancements, Forms and Workflow
SME	Subject Matter Expert
SOC	State Owned Company

## 8.2. REFERENCED DOCUMENTS

The following document(s) are referenced in this text and comprise requirements within this document. At the time of publication, the edition(s) indicated was (were) valid. These documents are subject to revision and users are responsible to ensure that the most recent edition(s) of the document(s) listed below are used/referenced.

Normative documents:

EDC #	Document Name	Hyperlink
240-112292436	Deliver Projects Policy	<a href="https://hyperwave.eskom.co.za/240-112292436">https://hyperwave.eskom.co.za/240-112292436</a>
240-127618272	Completion of Mega and Major Power Plant Projects, Commissioning, Take-Over from Contractors and Hand-over to the Generation Business Procedure	<a href="https://hyperwave.eskom.co.za/240-127618272">https://hyperwave.eskom.co.za/240-127618272</a>
32-136	Contractor Health and Safety Requirements Standard	<a href="https://hyperwave.eskom.co.za/32-136">https://hyperwave.eskom.co.za/32-136</a>
32-726	Contract and Contractor OHS Management Standard	<a href="https://hyperwave.eskom.co.za/edc_document/32-726">https://hyperwave.eskom.co.za/edc_document/32-726</a>
	Construction Regulations (External)	

Informative documents:

EDC #	Document Name	Hyperlink
	ISO 9001 Quality Management System (QMS) Requirements (External)	<a href="https://www.iso.org/iso-9001-quality-management.html">https://www.iso.org/iso-9001-quality-management.html</a>
	Manage Documents and Records PCM	<a href="http://hyperwave.eskom.co.za/edc_document/32-1216">http://hyperwave.eskom.co.za/edc_document/32-1216</a>

## 8.3. KEY PERFORMANCE INDICATORS

The following KPIs are applicable to this process:

Activity Flow Name	KPI ID	KPI Name	Hyperlink
Develop Construction Execution Plan	EPM2454	Construction Milestone	<a href="https://hyperwave.eskom.co.za/EPM2454">https://hyperwave.eskom.co.za/EPM2454</a>
Develop Site Management Plan	EPM2454	Construction Milestone	<a href="https://hyperwave.eskom.co.za/EPM2454">https://hyperwave.eskom.co.za/EPM2454</a>

## 8.4. RISKS AND CONTROLS

The following Risks and Controls are applicable to this process. For detailed Risk and Control information, refer to Risk and Control Matrix.

Activity Flow Name	RISK		CONTROL
	Description	Ranking	How can risk be avoided?
Develop Construction Execution Plan	The incomplete, inaccurate, irrelevant, inaccessible and untimely delivery of construction project planning may result in: <ul style="list-style-type: none"> <li>• Failure to achieve Eskom's strategic objectives</li> <li>• Non-compliance with Eskom policies, regulatory and statutory requirements</li> <li>• Incorrect decision making</li> </ul>	High	The Construction Execution Plan is approved.

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Activity Flow Name	RISK		CONTROL
	Description	Ranking	How can risk be avoided?
	<ul style="list-style-type: none"> <li>• Delays in the project</li> <li>• Reputational damage</li> <li>• Incomplete and inaccurate information to carry out the Construction</li> </ul>		
Develop Site Management Plan	The incomplete, inaccurate, irrelevant, inaccessible and untimely delivery of construction project planning may result in: <ul style="list-style-type: none"> <li>• Failure to achieve Eskom’s strategic objectives</li> <li>• Non-compliance with Eskom policies, regulatory and statutory requirements</li> <li>• Incorrect decision making</li> <li>• Delays in the project</li> <li>• Reputational damage</li> <li>• Incomplete and inaccurate information to carry out the Construction</li> </ul>	High	The Site Management Plan is approved.

**8.5. APPLICATIONS**

The following applications are applicable to this process:

- None

**8.6. SUBJECT MATTER EXPERTS (SME)**

PCM Name #	Subject Matter Expert Name
Construction Management Capability	Wayne Evans Murray Selkirk
Manage Construction Planning Process	Wayne Evans Murray Selkirk

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**8.7. DELIVERABLE DOCUMENT APPROVAL FORM**

Item / Topic	Name	Date	Signature
PCM & RACM Quality Assurance as per the BPM Framework (QA passed)			BPM Model Manager
Methodology and Standards (Adherence to)			EA Methodology
Enterprise Performance Management (EPM) (KPI requirements met)			EPM Stakeholder
BPM Governance (Adherence to)			BPM Manager

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